

Willen Hospice

(A company limited by guarantee)

Report and Financial Statements Year ending 31st March 2024

Charity number: 270194
Company number: 01231909

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Acronyms:

IPOS	Integrated Palliative Outcome Scale
BLMK ICB	Bedfordshire Luton & Milton Keynes Integrated Care Board
CHKS	Comparative Healthcare Knowledge System

Legal and Administrative Details

Willen Hospice ("the Hospice") is a company limited by guarantee and a registered charity governed by its Memorandum & Articles of Association. The Directors of the Hospice are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

Company registration number: 01231909

Charity registration number: 270194

Registered Office: Milton Road
Willen Village
Milton Keynes
MK15 9AB

Trustees: Paul Davis (Chairman)^{3, 4, 5, 6, 8}
Rachel Medill (appointed 9 July 2024)
Sue Carbert (Treasurer)^{3, 4, 7, 8}
Philip Ball²
Madeline Rogers^{2, 3}
Jan Wood^{3, 6, 7, 8}
Marihelen Esam¹
Dagmara Kulczykowska (resigned 17 November 2023)
Paul Cooper^{1, 3, 4}
Mark Jones⁷ (resigned 23 April 2024)
Steve Carbert^{3, 5}
Marian Livingstone (resigned 22 September 2023)
Steve Moore (resigned 16 May 2023)
Michael Stevenson (resigned 03 August 2023)
Lynsey Harrell (resigned 22 February 2024)
Anthony Marsh⁵
Charles MacDonald¹ (resigned 10 July 2024)

- | | |
|---|--|
| 1 | Member of Business Development Committee/WHV Ltd Board |
| 2 | Member of Clinical Governance Committee |
| 3 | Member of Executive Committee |
| 4 | Member of Finance Committee |
| 5 | Member of Property/ Health & Safety Committee |
| 6 | Member of IM&T Committee |
| 7 | Member of People Services Committee |
| 8 | Member of Remuneration Committee |

Company Secretary: Kate Broadhurst

Key Management Personnel: Senior managers of Willen Hospice:

Chief Executive Officer:	Kate Broadhurst
Director of Clinical Services:	Kikelomo Pinheiro
Director of Finance & IT:	Akash Chatterjee
OD & People Director:	Ali Lowe

Legal and Administrative Details (continued)

Bankers:

Barclays
4 The Waterside Way
Bedford Road
Northampton
NN4 7XD

NatWest
501 Silbury Boulevard
Saxon Gate East
Milton Keynes
MK9 3ER

Metro Bank
One Southampton Row
London
WC1B 5HA

Handelsbanken
2nd Floor Clifton House
4A Goldington Road
Bedford
MK40 3NF

Solicitors:

Geoffrey Leaver Solicitors LLP
251 Upper Third Street
Bouverie Square
Milton Keynes
MK9 1DR

Independent Auditor:

Mercer & Hole LLP
Chartered Accountants & Registered Auditor
The Pinnacle
170 Midsummer Boulevard
Milton Keynes
MK9 1BP

Investment Advisors:

Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London
EC4M 8BU

Rathbones
8 Finsbury Circus
London
EC2M 7

Chairman's Annual Report

When our motto "Always there to care" was adopted, it was evolved to encapsulate the ambitions, and beliefs of the Willen team in a simple, yet short phrase.

That statement reflects a mutual partnership between the local community and the Hospice, and at the start of this report, I would simply like to say a heartfelt "thank you" to everyone who has been involved with or supported the hospice, whether as a supporter, member of staff, volunteer or a partner in the last year.

This year, as set out in the following detailed Trustees' and Strategic Reports, the Hospice has continued with all aspects of its planned development and growth to meet the increasing needs of the population of Milton Keynes and the surrounding area, in terms of providing the best possible care to our users throughout their palliative care journey.

In common with a number of hospices, Willen has this year incurred a financial deficit, due to the vagaries of the nature of hospice funding generally. We received 22% of our expenditure on charitable activities from public resources, leaving the remainder to be generated from fundraising activities, including retail, donated goods and legacies by way of example. This year, our legacy income dropped significantly from levels, which had previously been received, which was one of the key reasons for our funding gap. In order to capture more guaranteed income, we are working closely with the local Integrated Care Board in an attempt to secure recurring funding for certain of our regular services, such as Willen At Home, and Lymphoedema, which in this year, have been funded entirely from our fundraising activities.

Maintaining sustainability is one of our key goals, as set out within our strategic plan. Our investment in staff development programs, as well as tangible assets, such as buildings and equipment, is of paramount importance in driving that goal. The call on our services, whether in the hospice, or with the at home team, has never been higher; with the growth of Milton Keynes, and the change in the demographic of the UK generally, we know that demand for palliative care related services is only going to increase. In their recent report, Hospice UK highlighted that there is an issue with regard to the availability of access to palliative care to various sectors of the community, through either ethnicity or alternative non-cancer diagnoses. Willen is working closely with other members of the healthcare community to make sure that there are no gaps within that provision, and this will continue be part of our enhanced strategic plan for the coming year.

None of these fluctuations are particularly new; in order to dampen their impact, Willen has been establishing itself as an key partner within the Integrated Care System over the last years in terms of collaboration, whilst working on its own commercial activities to fill the 78% shortfall in public funding.

Willen is fortunate to have been managed well, and has increased its reserves over the last six years and is able to invest in the future, which puts the financial sustainability of the hospice into a very good place.

During the year, Willen appointed a new chief executive, Kate Broadhurst, who joined from the beginning of January, and took over from Peta Wilkinson, who served as CEO since 2017. Peta's contribution to the hospice development over the last seven years saw significant changes in not only operational structures, quality and training improvements, but also oversaw the significant structural changes to the hospice offering, and its wider exposure to the Milton Keynes community, and for that we thank her. Kate has wide experience of working in Milton Keynes, and has already become fully engaged with updating our strategic plan and the current proposal to acquire a site adjacent to the Hospice, which Willen has been leasing from the current owners for a number of years. This acquisition from our reserves forms a strategic part of the sustainability of the hospice, and will reduce our property expenditures in the future.

Chairman's Annual Report

I would therefore like to simply thank you, once again, to our "Wonder of Willen" team, and all of our supporters, for continuing to support Willen, and that you continue to do so, going into the future.

It is a partnership between the hospice and the community it serves, and on that basis, we will "always be there to care" for each other.

A handwritten signature in black ink, appearing to read 'Paul Davis', with a horizontal line underneath.

Paul Davis
Chair
26 July 2024

Trustees' Report for the year ended 31 March 2024

The Trustees are pleased to present their annual Trustees' Report, together with the consolidated financial statements of the Hospice for the year ended 31 March 2024.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Our Vision and Values

Our Vision is to be the lasting and thriving provider of free care to all people affected by a life-limiting illness in our community, made possible by a community working together continually to share in the delivery of the most assuring, equally accessible and advanced care available. This Vision is underpinned by our Values; Ambition, Compassion, Respect, Excellence and Inclusion which remain at the heart of everything we do.

We have a Strategic Plan for 2023-2025, to ensure we achieve our Vision, and we remain financially sustainable. The Hospice relies heavily on a number of income streams including: Retail, Donations, Major Donors, Gifts in Memory, Regular Giving, Legacies and Grants, as well as income from Willen Hospice Ventures Limited primarily from Challenges, Events, Lottery and Corporate Sponsorship, as well as some grant funding from the BLMK ICB.

In shaping our objectives for the year and planning our activities, the Trustees have considered the Charity Commission's guidance on public benefit, including the given guidance 'Public benefit: running a charity (PB2)'.

Structure, Governance and Management

Willen Hospice is a company limited by guarantee, governed by its Memorandum and Articles of Association dated 31 October 1975, as amended on 26 July 2023. It is registered as a charity with the Charity Commission of England and Wales.

Responsibility for the recruitment of new Trustees rests with the existing Trustees; who are also the Directors of the Hospice and appointed in accordance with the process set out in the Leadership and Governance Manual. Before appointing a new Trustee, the Trustee Board must ensure that the appointment meets the requirements of the Hospice's governing documents and the law generally.

To optimise our effectiveness, we aim to recruit a diverse Board with a broad range of skills, knowledge and experience. We aim to achieve greater diversity by reaching out to communities that are not presently represented. Trustees should also have a strong personal commitment to the Hospice's aims and objectives.

Trustees' Report for the year ended 31 March 2024 (continued)

New Trustees undergo an orientation period to brief them on:

- Their legal obligations under charity and company law,
- The Charity Commission guidance on public benefit, and to inform them of the content of the Memorandum and Articles of Association,
- The Committee structures and decision-making processes,
- The Business Plan and recent financial performance of the Hospice.

During the induction, they meet key employees and members of the Senior Leadership Team. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

Organisation

The Board of Trustees, which can have up to 15 members, administers the governance of the Hospice, through the Committee Structure which meet quarterly. The committees are Executive, Finance, IMT, Property & Health & Safety, Clinical Governance, Business Development Remuneration and People Services, which are all chaired by individual Trustees.

The Chief Executive is appointed by the Trustees to manage the day-to-day operations of the Hospice. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Trustees, for operational matters including finance, employment and service delivery.

Related Parties and Co-operation with other Organisations

None of our Trustees receive remuneration or other benefits from their work with the Hospice. Any connection between a Trustee, and Senior Manager of the Hospice, with a Contractor or Supplier of Professional Services, must be disclosed to the full board of Trustees in the same way as any other contractual relationship with a related party. In the current year, no such related party transactions were reported. Details of Trustees' expenses and related party transactions are disclosed in note 8 to the accounts.

Pay Policy for Senior Staff

A policy for senior staff is set and administered by the People Services Committee in conjunction with the Remuneration Committee, which is comprised of nominated Trustees.

The pay of the senior staff is reviewed annually and normally increased in accordance with Hospice pay policy, which is benchmarked against pay levels in the NHS, other hospices, the voluntary sector and related employers.

Disability policy

The charity retains and develops any individual that either declared a disability or developed one in the course of their employment with them in line with the Equality Act 2010.

Volunteers at Willen Hospice

Volunteers are patient-facing, work within support services, and are also fundamental in the delivery of retail and fundraising activities.

We have over 1,000 volunteers, who provide over 120,000 hours of support, which represents an estimated cost saving of £1 million, for which the Hospice is immensely grateful.

Strategic Report for the year ended 31 March 2024

To achieve our Vision, we have identified the following strategic aims as part of the Strategic plan 2023-2025.

- Be the leaders in providing the best possible care to our users through their palliative journey
- Organisational excellence, incorporating governance and business efficiency
- A highly skilled, agile workforce who are passionate about great care
- Sustainable income streams with a diverse and engaged supporter base
- A culture truly reflective of our values with a genuine one-team belief

Overview of Achievements for 2023/24

Clinical service delivery

This year, in addition to our specialist palliative care offer, we have reached more of those without specialist palliative or end-of-life care needs through the bereavement drop-in sessions and the palliative care hub. These services were developed in response to the needs of our community.

The bereavement drop-in service was delivered within existing resources and has proved popular in the community. It meets the needs of the recently bereaved who would not ordinarily have access to bereavement counselling support from Willen.

The Palliative Care Hub, as a new part of our Willen at Home proposition, supports people with life-limiting illnesses and has allowed us to engage with them early on their journey, providing critical support which enhances the quality of life, particularly in times of crisis. The Hub was delivered through funding from the ICB, which unfortunately is non-recurrent. It has succeeded in creating a register of people in their last year of life, which is accessible to the ambulance service.

Our goal of improving the quality of care has been met through the rollout of the holistic assessment tool, the improved management of medical devices, the embedding of clinical supervision, electronic prescribing and the revised training and education package to name a few.

Our aspiration remains to develop a centre of excellence. Our recently appointed Practice Development Team have begun developing our educational offering to other healthcare professionals and the public.

All our teams have continued to deliver excellent care and support to our patients and those important to them in their homes and onsite at the hospice.

Quality, Governance and Performance

Quality remains paramount within the organisation, and this year, the organisation has continued to report on incidents, complaints, service development and embed changes to practice, in collaboration with the internal teams. From an external perspective, the quality schedule requirements outlined by the Integrated Care Board (ICB) have been delivered and achieved.

The appointment of a Data Analyst enabled us to gather rich data to enhance patient activity. In addition, the shift to separate policy and procedure has been implemented; this enables staff to access information more efficiently. The team has worked to develop a process to capture complaints on a database. This has been tried and tested by the Senior Leadership Team and will be executed in 2024.

Strategic Report for the year ended 31 March 2024 (continued)

We are reassured that we are practising good data security by completing the NHS England Data Security and Protection Toolkit.

The organisation continues to support a variety of medical, allied Healthcare and Nursing students' placement from surrounding Universities.

Income Generation

The Hospice is commissioned by Bedfordshire, Luton, and Milton Keynes Integrated Care Board (ICB); we receive a recurring income of £1,395,255. Due to limited funding from the ICB, we are required to generate approximately a further £7.6 million, to fund our total operating costs.

Retail

Retail results have grown to a record level for the 3rd year in succession. Our Retail strategy ensures we reuse, resell or recycle all items wherever possible that are donated, means we have not only generated more sales from our shops but also lucrative income streams from recycling donated goods not fit for resale.

We have further enhanced our Retail footprint by opening 2 new stores in the year. This, along with the performance of existing stores and our online platform, has helped drive our Retail profits up year on year. We have seen a fantastic reaction to our 'Off the Record' specialist vinyl and music shop which has been featured in National Music Magazine-Record Collector.

We continue to see increases in the levels of gift aid-aided donations, which provide much-needed additional income for the Hospice.

Fundraising

Given the current economic climate, fundraising in the year has been challenging. We continue to develop our fundraising proposition to counteract the headwinds we face. For instance, we have partnered with local firms to support the recruitment of new regular givers.

From a financial perspective, our biggest challenge in the year has been around Legacies. We have developed a local Legacy campaign and have also agreed to be part of a national Hospice UK Legacy campaign in 2024/25. We expect to see the impact of the above in the new financial year.

Trusts and Foundations are a really important revenue stream for the Hospice which has been quite challenging as well. The income stream can help deliver our future ambitions, and by taking a longer-term, more strategic view of how we work in this area, alongside our Major Donors we believe there is scope to increase income to fund our deficit.

Capital Development

We have completed our major re-building programme, which included the provision of additional Inpatient and Therapeutic and Wellbeing facilities, together with dedicated spaces for families, including a new café, for staff and families alike. In the year, we also embarked on the second phase of the renovation of the Manor House, which formed part of the original buildings and which will provide our main reception, upgraded meeting space and accommodation for Clinicians. The build cost is circa £1 million and is funded from our Reserves. Work got underway in March 2024 and is expected to be complete by October 2024.

Strategic Report for the year ended 31 March 2024 (continued)

Some of our Clinical and Business Development teams are housed in a separate building from the main Hospice, namely the Well, which is currently leased. We have been informed of the landlord's desire to dispose of its interest and sell the property to us. The purchase of this building is also expected to be funded from our Reserves as well and will reduce rental outgoings.

Plans for 2024/25

As part of the current Strategic Plan, the Hospice has developed a series of key strategies which are to be implemented in the coming financial year. Major plans and strategies are set out as follows:

Be the leaders in providing the best possible care to our users through their palliative journey

- Develop a Centre of Excellence for research and education
- Develop skills mix and deliver new clinical roles
- Further enhance our Therapeutic & Wellbeing offering

Organisational excellence, incorporating governance and business efficiency

- Complete the refurbishment of the Manor House and the purchase of the Well
- Drive savings and reduce our environmental impact
- Achieve re-accreditation for Comparative Health Knowledge System (CHKS)

A highly skilled agile workforce who are passionate about great care

- Implement a pay framework that is affordable, transparent and facilitates pay progression, supported by a clear appraisal framework
- Further, develop the Equality, Diversity and Inclusion strategy to encompass the wider community, ensuring that the proposition meets the diverse needs of Milton Keynes and surrounding areas
- Design and deliver a Leadership framework and development programme

Sustainable income streams with a diverse and engaged supporter base

- Acquire new shops and develop our online platform through the use of Artificial Intelligence (AI)
- Diversify our events programme to improve supporter reach
- Develop and grow the Trust & Foundation income
- Deliver the legacy strategy and campaign.
- Engage our key partners and donors to develop partnership arrangements that drive income.

A culture truly reflective of our values and a genuine one-team belief

- Continue to implement our cultural change programme which remains focussed on our values
- Define and deliver an Internal Communication strategy that reflects our Values and brand
- Develop new and innovative ways to engage and increase our volunteer numbers, supporters and stakeholder engagement

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024

For the year to 31 March 2024, the financial statements show a net deficit of £916,433 (2022/23 - Surplus £96,391). Consolidated income amounted to £8,738,157 (2022/23 - £10,194,510), and expenditure was £ 10,108,106 (2022/23 - £9,343,526) before recognising a gain on the revaluation of investment assets of £ 453,516 (2022/23 - loss £754,593).

The Trustee Board recognise that the Hospice should run its services in a manner that maximises the ability to care for as many people as possible, whilst being aware that the financial stability of the organisation is a priority. The increased challenges of raising funds from voluntary sources, without significant amounts of recurring funding, place ongoing pressure on the organisation. The position has worsened this year due to the substantial increase in running costs and staffing costs, arising from the global and national economic climate, which has made any significant fundraising more challenging.

Income

Income from Bedfordshire, Luton & Milton Keynes Integrated Care Board (BLMK ICB)

BLMK ICB income in 2023/24, amounted to £1,395,255 (2022/23 £2,573,333) includes £nil (2022/23 £1,184,51) of non-recurrent funding, of which £nil (2022/23 £584,517) is treated as Restricted Income.

Voluntary Income (including Legacies)

During 2023/24, Voluntary Income totalled £5,494,329 (2022/23 - £5,926,829). No grant funding was received in the year, (2022/23 - £nil).

Income from donated goods increased to £2,697,198 (2022/23 - £2,514,900)

Legacies receivable fell significantly in the year, and amounted to £444,689(2022/23 £1,499,420).

Activities for Raising Funds

Income from the Lottery has remained more or less steady at £440,880 (2022/23 - £466,268). We are beginning to invest in canvassing campaigns in 2024/25 with the intention of exploring this source of income to its fullest potential.

Investment Income

Income from investments amounted to £288,358 (2022/23 - £218,865).

The objectives of the investment policy are:

- To create sufficient income and capital growth to enable the Hospice to continue to operate during periods of deficit,
- To maintain and if possible, enhance the value of the invested funds while they are retained, giving due and proper consideration to future needs,
- To manage the portfolio on a total return basis as both capital and income may be used at any time to further the Hospice's aims.

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024 (continued)

The Hospice has adopted an ethical investment policy to ensure that its investments do not conflict with its aims. As a result, investment should not be made directly in companies where more than 20% of the invested group turnover arises from Tobacco, Gambling, Prostitution, or Pornography. The Trustees reserve the right to exclude companies that carry out activities contrary to the Hospice's aims, or from holding particular investments which damage the Charity's reputation; such advice and monitoring being given by our investment advisers.

Direct Costs of Patient Care

Direct costs of patient care amounted to £5,743,289 (2022/23 - £5,452,795). This increase in costs is largely due to increased costs of living as well as additional costs of running the Hub.

Indirect Patient Care

Indirect patient care costs have increased to £513,713 (2022/23 £451,142). As mentioned above, this was driven by increased running costs as well as increased costs of living.

Total Funds

At the year end, the consolidated total funds of the Hospice stood at £15,956,164 (2022/23 - £16,872,597) including Restricted Funds, which totalled £1,066,569 (2022/23 - £1,298,515). The assets representing each of these funds are analysed in Note 20 to the financial statements.

Risk Management

The Risk Register is a tool which enables the Hospice to understand its comprehensive risk profile, centralising major risks to which the Hospice is potentially exposed. The Register is reviewed and updated at each Sub-Committee and again reviewed in full at the Executive Committee and Council of Management every quarter.

The Hospice's Trustees have given consideration to the major risks to which the Hospice is exposed and satisfied themselves that systems or procedures are established in order to manage those risks. Major risks are those that have a major impact and a probable or highly probable likelihood of occurring. If they occurred, they would have a major impact on some or all of the following areas:

- Governance;
- Operations;
- Finances;
- Environmental or external factors, such as public opinion or relationship with funders; and
- The Hospice's compliance with laws and regulations

Strategic Report for the year ended 31 March 2024 (continued)

Financial review for the year ended 31 March 2024 (continued)

Risk to income remains significant, given our reliance on commercial and fundraising activity and the prevailing economic climate.

We have sought to develop our corporate partnerships and garner more sponsorship, volunteering and corporate income.

We have implemented a new Legacy awareness campaign this year to grow Legacy partners and legators. We hope to continue raising awareness around legacies in the new financial year

We have also worked hard to further develop our Supporter Services programme to improve our donor journey and steward our supporters such that they continue to engage.

These measures, alongside any additional funding we receive from the ICB in 2024/25, will hopefully mitigate some of the broader economic concerns and support sustainability.

Reserves Policy

This policy is written in line with the Charity Commissioners' guidance in "Charity Reserves: Building Resilience" published on 29th January 2016.

An essential part of the financial planning process of the Hospice is a robust policy on the level of reserves. The Trustees have reviewed the reliability of future income streams, the commitment to future expenditure and the risks faced as a charity. The Hospice needs reserves for the following reasons:

- To ensure that working capital is appropriately funded
- To fund shortfalls in income
- To fund unexpected expenditure, for example, unexpected building maintenance costs and to provide a degree of flexibility for innovation; and
- To allow time to cover expenditure in the event of a significant change in circumstances, for example, COVID-19.

The level of reserves to be maintained as required is therefore as follows:

***Minimum** - the minimum level of reserves is set at a level equivalent to 6 months of operational/running costs. Where reserves fall below this level the Council of Management would be required to consider and agree appropriate actions to address the position. If the reserves fall below an amount equivalent to 3 months, the Council of Management should reaffirm the viability of the Hospice and make such arrangements to protect the Hospice and its services.*

- ***Maximum** - the maximum level of reserves is set at a level equivalent to 18 months of operational/running costs. Where this level is exceeded, it is the responsibility of the Council of Management to consider enhancing existing services provided or upgrading facilities utilising these funds.*

This policy will continue to be reviewed on an annual basis and presented to the Council of Management for their endorsement.

Strategic Report for the year ended 31 March 2024 (continued)

Sustainability

We are committed to reducing our impact on the environment. Our Environment Champions Group consisting of members from across all departments works collaboratively to identify key environmental aspects and impacts to drive positive change and support the wider sustainability agenda across the Hospice

Energy consumption data is now being captured on a regular basis and presented at the Property Working Group to identify our most energy-intensive sites across the estate. Having visibility and monitoring consumption patterns allows us to implement strategies and seek opportunities to improve our current and future operations in a sustainable way.

We have reviewed our trade waste operations in 2023/24 and have plans to improve recycling rates, working in partnership with a new operator.

Trustees' responsibilities in relation to the financial statements

The Hospice's Trustees (who are also the Directors of Willen Hospice for the purposes of company law) are responsible for preparing the Annual Report (including the Strategic Report) and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. By law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its incoming resources and the application of those resources, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2019 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

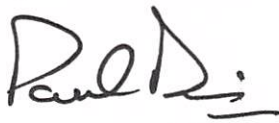
Strategic Report for the year ended 31 March 2024 (continued)

Statement for disclosure to our auditor

In so far as the Trustees are aware:

- there is no relevant information of which the group's auditor is unaware, and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

By order of the Board of Trustees

A handwritten signature in black ink, appearing to read 'P Davis', with a horizontal line underneath.

P Davis
Chairman

26 July 2024

Report of the Independent Auditor to the members of Willen Hospice

Opinion

We have audited the financial statements of Willen Hospice (the 'parent charitable company') and its subsidiary (the 'group') for the year ended 31 March 2024 which comprise of the Consolidated statement of Financial Activities, the Comparative Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's or parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Report of the Independent Auditor to the members of Willen Hospice (continued)

Other information

The other information comprises the information included in the Trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Chairman's Annual Report and the Report of the Trustees which includes the Strategic Report and the Report of the Directors prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Chairman's Annual Report and Report of the Trustees has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Chairman's Annual Report or the Report of the Trustees which includes the Strategic Report and the Report of the Directors.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specific by law are not made; or
- we have not received all the information and explanations we require for our audit.

Report of the Independent Auditor to the members of Willen Hospice (continued)

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on pages I7-I8, the Trustees (who are also the Directors of the parent charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

We gained an understanding of the legal and regulatory framework applicable to the company and the industry in which it operates and considered the risk of acts by the company that were contrary to applicable laws and regulations, including fraud. These included, but were not limited to, the Companies Act 2006, the Charities Act 2011 and Charities SORP 2019 and tax legislation.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements and the financial report (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate entries including journals to overstate revenue or understate expenditure and management bias in accounting estimates.

Report of the Independent Auditor to the members of Willen Hospice (continued)

Audit procedures performed by the engagement team included:

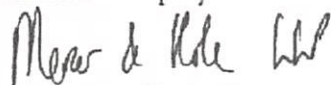
- discussions with management, including considerations of known or suspected instances of non-compliance with laws and regulations and fraud;
- gaining an understanding of management's controls designed to prevent and detect irregularities; and
- identifying and testing journal entries.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the charitable company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the charitable company's members as a body for our audit work, for this report, or for the opinions we have formed.



Steve Robinson (Senior Statutory Auditor)

for and on behalf of Mercer & Hole LLP

Chartered Accountants and Statutory Auditor

The Pinnacle, 170 Midsummer Boulevard, Milton Keynes, MK9 1BP

Date: 29 July 2024

Consolidated Statement of Financial Activities

for the year ended 31 March 2024

(Incorporating Income & Expenditure Account)

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2024 £	Total 2023 £
Income					
Income resources from generated funds					
Voluntary income	1	5,372,879	121,450	5,494,329	5,926,829
Grant funding	1	-	-	-	-
Income from generated funds					
Income from Clinical Commissioning Group		1,395,255	-	1,395,255	2,573,333
Activities for raising funds	2	1,407,111	-	1,407,111	1,209,776
Investment income	3	288,358	-	288,358	218,865
Other incoming resources	4	153,104	-	153,104	265,707
Total income		8,616,707	121,450	8,738,157	10,194,510
Expenditure					
Cost of generating funds	7	(3,851,104)	-	(3,851,104)	(3,439,589)
Charitable activities	7	(5,903,174)	(353,828)	(6,257,002)	(5,903,937)
Total expenditure		(9,754,278)	(353,828)	(10,108,106)	(9,343,526)
(Loss)/Gain on investments	13	453,516	-	453,516	(754,593)
Net income /(expenditure)		(684,055)	(232,378)	(916,433)	96,391
Transfers		(432)	432	-	-
Net movements in funds		(684,487)	(231,946)	(916,433)	96,391
Fund balances brought forward as at 1 April 2023		15,574,082	1,298,515	16,872,597	16,776,206
Fund balances carried forward at 31 March 2024	21/23	14,889,595	1,066,569	15,956,164	16,872,597

The parent charitable company has taken advantage of the exemption allowed under section 408 of the Companies Act 2006 and has not presented its own statement of comprehensive income in these financial statements.

The financial activities above include £8,291,604 (2023: £9,602,069) of income, £9,587,628 (2023: £8,891,931) of expenditure and £453,516 (2023: £(754,593)) realised (losses)/ gains on investments assets relating to the parent company as an individual entity.

All activities of the Hospice are considered to be continuing.

The accompanying accounting policies and notes form an integral part of these financial statements.

Comparative Consolidated Statement of Financial Activities for the year ended 31 March 2023 (incorporating an income and expenditure account)

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Income			
Donations and voluntary income			
Voluntary income	5,819,146	107,683	5,926,829
Grant funding	-	-	-
Income from generated funds			
Income from Integrated Care Board	1,988,816	584,517	2,573,333
Activities for raising funds	1,209,776	-	1,209,776
Investment income	218,865	-	218,865
Other income	265,707	-	265,707
Total income	<u>9,502,310</u>	<u>692,200</u>	<u>10,194,510</u>
Expenditure			
Cost of raising funds	(3,439,589)	-	(3,439,589)
Charitable activities	(5,601,277)	(302,660)	(5,903,937)
Impairment of investment	-	-	-
Total expenditure	<u>(9,040,866)</u>	<u>(302,660)</u>	<u>(9,343,526)</u>
(Loss) / Gain on investment assets	(754,593)	-	(754,593)
Net income / (expenditure)	<u>(293,149)</u>	<u>389,540</u>	<u>96,391</u>
Transfers	54	(54)	-
Net movements in funds	<u>(293,095)</u>	<u>389,486</u>	<u>96,391</u>
Fund balances brought forward at 1 April			
2022	15,867,177	909,029	16,776,026
Fund balances carried forward at 31 March 2023	<u><u>15,574,082</u></u>	<u><u>1,298,515</u></u>	<u><u>16,872,597</u></u>

The accompanying accounting policies and notes form an integral part of these financial statements.


Consolidated Balance Sheet

As at 31 March 2024

Company number 1231909

	Notes	2024 £	2024 £	2023 £00	2023 ££
Fixed assets					
Intangible assets	11		80,123		16,470
Tangible assets	12		5,768,271		5,781,516
Investments	13		7,601,128		7,014,668
			<u>13,449,522</u>		<u>12,812,654</u>
Current assets					
Stocks	14	29,269		46,954	
Debtors	15	834,351		2,365,336	
Cash and cash equivalents	16	<u>2,575,214</u>		<u>2,601,663</u>	
		<u>3,438,834</u>		<u>5,013,953</u>	
Creditors: amounts falling due within one year					
	17	(815,192)		(847,010)	
Net current assets			2,623,642		4,166,943
Provisions for liabilities	18		(117,000)		(107,000)
Net assets			<u>15,956,164</u>		<u>16,872,597</u>
Income Funds					
Restricted funds	21		1,066,569		1,298,515
Unrestricted funds					
Designated funds	22		1,050,000		1,050,000
Other charitable funds	23		12,759,486		13,897,489
Revaluation reserve	23		<u>1,080,109</u>		<u>626,593</u>
Total funds			<u>15,956,164</u>		<u>16,872,597</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2024.



P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

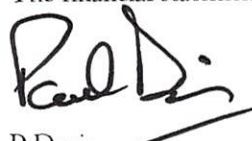
Charity Balance Sheet

As at 31 March 2024

Company number 1231909

	Notes	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Intangible assets	11		80,123		16,470
Tangible assets	12		5,768,271		5,781,516
Investment in subsidiary undertaking	13		2		2
Investments	13		7,601,128		7,014,668
			<u>13,449,524</u>		<u>12,812,656</u>
Current assets					
Debtors	15	827,616		2,537,563	
Cash and cash equivalents	16	<u>2,380,040</u>		<u>2,170,472</u>	
		<u>3,207,656</u>		<u>4,708,035</u>	
Creditors: amounts falling due within one year					
	17	(693,272)		(724,276)	
Net current assets			2,514,384		3,983,759
Provisions for liabilities	18		(117,000)		(107,000)
Net assets			<u>15,846,908</u>		<u>16,689,415</u>
Income Funds					
Restricted funds	21		1,066,569		1,298,514
Unrestricted funds:					
Designated funds	22		1,050,000		1,050,000
Other charitable funds	23		12,650,230		13,714,308
Revaluation reserve	23		<u>1,080,109</u>		<u>626,593</u>
Total funds			<u>15,846,908</u>		<u>16,689,415</u>

The financial statements were approved and authorised for issue by the Board of Trustees on 26 July 2024.


P Davis
Chairman

The accompanying accounting policies and notes form an integral part of these financial statements.

Consolidated Statement of Cash Flows at 31 March 2024

		2024 £	2024 £	2023 £	2023 £
Cash flows from operating activities					
Net income /(outgoing) resources		(916,433)		96,391	
Adjustments for:					
Investment income	3	(288,358)		(218,865)	
Amortisation	11	9,664		10,378	
Depreciation	12	227,919		212,615	
Profit on disposal of investments	13	(1,023)		(128,726)	
Decrease/(increase) in stocks	14	17,685		(13,090)	
(Decrease) / increase in trade and other receivables	15	1,530,982		850,019	
(Decrease)/increase in trade and other payables	17	(31,816)		(868,050)	
Increase in provisions	18	10,000		-	
Revaluation of investments	13	(453,516)		754,593	
Cash flows generated from operating activities			<u>105,104</u>		<u>695,265</u>
Cash flows from investing activities					
Purchase of property plant and equipment	12	(214,673)		(1,557,720)	
Purchase of intangible fixed assets	11	(73,317)		(997)	
Purchase of investments	13	(137,472)		(133,289)	
Proceeds from sale of investments	13	5,551		1,008,430	
Investment income	3	288,358		218,865	
Cash flows generated from investing activities			<u>(131,553)</u>		<u>(464,711)</u>
Net (decrease) / increase in cash and cash equivalents			<u>(26,449)</u>		<u>230,554</u>
Cash and cash equivalents at 1 April			2,601,663		2,371,109
Cash and cash equivalents at 31 March	16		<u>2,575,214</u>		<u>2,601,663</u>

The accompanying accounting policies and notes form an integral part of these financial statements.

Principal accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) as issued in October 2019 - Charities SORP (FRS 102) and the Companies Act 2006.

Willen Hospice meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

The accounts are prepared in Sterling GBP, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

Basis of consolidation

The group financial statements consolidate those of the Hospice and its subsidiary undertaking (see note 5) drawn up to 31 March 2024. The results of the Hospice's non-charitable trading subsidiary have been incorporated on a line by line basis. Surpluses or deficits on intra group transactions are eliminated in full.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Hospice's accounting policies.

The principal accounting policies of the Hospice are set out below.

Going concern

At the time of approving the financial statements, the Board have a reasonable expectation that the Hospice has adequate resources to continue in operational existence for the foreseeable future. Thus the Board continue to adopt the going concern basis of accounting in preparing the financial statements.

Income

All monetary donations and gifts are included in full in the statement of financial activities when receivable, provided that there are no donor-imposed restrictions as to the timing of the related expenditure, in which case recognition is deferred until the pre-condition has been met.

Gifts-in-kind are accounted for at the Trustees' estimate of value to the Hospice or sale value as follows:

- assets received for distribution by the Hospice are recognised only when distributed;
- assets received for resale are recognised only when sold;
- gifts of fixed assets for Hospice use or funds for acquiring fixed assets for Hospice use are accounted for (as restricted funds) immediately on receipt; and
- intangible income is valued and included in income to the extent that it represents goods or services which would otherwise be purchased. An equivalent amount is charged as expenditure.

Voluntary help is not included as income.

Principal accounting policies (continued)

Statutory funding is included within income on an accruals basis.

Government grants are recognised upon entitlement.

Donations under Gift Aid, together with the associated income tax recoveries, are credited as income when donations are receivable.

Legacies

Legacies to which the Hospice is entitled are included in the statement of financial activities when receipt is probable, and the amount can be reliably measured.

Investment income

Investment income comprises dividends declared during the accounting period. Income from quoted investments is recognised when receivable.

Expenditure

Expenditure, which is charged on an accruals basis, is allocated between:

- expenditure incurred directly to the fulfilment of the Hospice's objectives (direct charitable);
- expenditure incurred directly in the effort to raise voluntary contributions (fund raising and publicity); and
- expenditure incurred in the governance of the Hospice.

All expenditure has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources. Costs classified as governance relate to the general running of the Hospice and include the operations of the Trustees and addressing constitutional, audit, and other statutory matters.

Fund accounting

Restricted funds are to be used for specified purposes laid down by the donor. Expenditure for these purposes is charged to the fund, together with a fair allocation of overheads and support costs.

Unrestricted funds are donations and other incoming resources received or generated for expenditure on the general objectives of the Hospice.

Designated funds are unrestricted funds which have been designated for specific purposes by the Trustees.

Intangible assets

Intangible assets consist of IT software.

Intangible assets are amortised over a period of between 3-5 years.

Tangible fixed assets

Tangible fixed assets costing more than £1,000 are stated at cost or valuation, net of any provision.

Depreciation is calculated to write down the cost of all tangible fixed assets held for Hospice use other than freehold land by equal annual instalments over their expected useful lives.

Principal accounting policies (continued)

The periods generally applicable are:

Freehold property	-	10 - 50 years
Equipment	-	3 - 10 years
Fundraising assets	-	3 - 10 years
IT hardware	-	3 - 10 years
Motor vehicles	-	3 - 5 years
Leasehold improvements	-	2 years (length of the lease)
Assets under construction	-	Not depreciated

Investments

Assets held for investment purposes are included at market value at the balance sheet date. Net gains and losses arising on revaluations and disposals during the year are included in the Statement of Financial Activities.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price.

Financial instruments

Financial assets and liabilities are recognised on the Balance Sheet when the Hospice has become a party to the contractual provisions of the instrument.

Leased assets

Payments made under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term.

Defined contribution schemes

The pension costs charged against results in the year represent the amount of the contributions payable in respect of the accounting period.

Accounting estimates and judgements

In applying the accounting policies, the Trustees have made critical accounting judgements, estimates and assumptions about the carrying amount of the assets and liabilities. These estimates and assumptions are based on historical experience and are reviewed on a continual basis. The critical accounting judgements, estimates, and assumptions that have a material effect on the amounts recognised in the financial statements for both the current and next.

Principal accounting policies (continued)

financial years are discussed below.

Judgements

Impairment testing is carried out for all tangible assets and investments at the yearend date where there is an indication that impairment exists. For the purposes of impairment testing, the carrying amounts of the tangible assets are reviewed and an impairment loss is recognised where the carrying amounts exceed the assets recoverable amount.

Legacies are recognised when the criteria of entitlement, probability and certainty of amount can be met.

All debtors are reviewed to determine if a bad debt provision is required for each balance.

Estimates

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date. The gain or loss arising on the disposal or retirement of an item of property, plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the assets and is recognised in the Statement of Financial Activities.

Gifts in kind are included in the financial statements at their market value at the time of their distribution.

Provisions

A provision is recognised where an obligation exists for a future liability in respect of a past event, and where the amount of the obligation can be reliably estimated.

Notes to the financial statements

I Donations and voluntary income

	Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Donations (including gift aid)	1,917,988	121,450	2,039,438	1,601,474
Gifts in kind	-	-	-	38,633
Legacies	444,689	-	444,689	1,499,420
Memorials	290,218	-	290,218	251,007
Donated goods	2,697,198	-	2,697,198	2,514,900
Christmas Appeal	22,786	-	22,786	21,395
Grant funding	-	-	-	-
	<u>5,372,879</u>	<u>121,450</u>	<u>5,494,329</u>	<u>5,926,829</u>

2 Activities for raising funds

	2024 £	2023 ££
Unrestricted funds		
Lottery income	440,880	446,268
Events and promotions income	657,051	585,067
Profit from Willen Hospice Ventures shops	309,180	178,441
	<u>1,407,111</u>	<u>1,209,776</u>

3 Investment income

	2024 £	2023 £
Unrestricted funds		
Listed investments	227,610	218,523
Bank deposits	60,748	342
	<u>288,358</u>	<u>218,865</u>

Notes to the financial statements (continued)

4 Other operating income

	2024	2023
	£	£
Unrestricted funds		
Education	40,349	39,570
Catering	67,471	32,418
Job Retention Scheme	-	-
Retail business support grant	-	-
Other miscellaneous income	15,008	36,752
Profit on sale of investments	1,023	128,726
Shop Rent	29,253	28,241
	<u>153,104</u>	<u>265,707</u>

5 Net income from non-charitable trading activities of subsidiary

A summary of the results of the trading subsidiary, Willen Hospice Ventures Limited (Company number: 2479448) is set out below:

	2024	2023
	£	£
Turnover	1,407,111	1,209,776
Cost of sales	(413,661)	(327,858)
Gross Profit	<u>993,450</u>	<u>881,918</u>
Administrative expenses	(458,735)	(488,622)
Other operating income	-	-
Operating profit	<u>534,715</u>	<u>393,296</u>
Interest receivable and similar income	706	207
Profit for the year and total comprehensive income	<u>535,421</u>	<u>393,503</u>

In the previous year, a change of policy necessitated that donated goods were recorded as income of the charitable company.

Notes to the financial statements (continued)

The net assets and liabilities of the subsidiary were:

	2024 £	2023 £
Current assets	283,534	516,435
Creditors: amounts falling due within one year	(174,274)	(333,250)
Total net assets	109,260	183,185
Aggregate share capital and reserves	109,260	183,185

6 Net income / (expenditure)

The consolidated statement of financial activities excludes the impact of any voluntary help. The group is reliant on a substantial amount of voluntary help in respect of:

- i certain support services within the Hospice
- ii sorting, packing and selling in the shops operated by Willen Hospice Ventures Limited
- iii other fund-raising efforts.

7 Analysis of expenditure

	Direct costs £	Support costs (Note below) £	Total 2024 £	Total 2023 £
Cost of raising funds				
Trading	2,342,882	46,203	2,389,085	2,092,387
Lottery	168,024	107,755	275,779	234,726
Events and fundraising	144,117	96,633	240,750	266,400
Voluntary fundraising costs	893,750	51,740	945,490	846,076
	<u>3,548,773</u>	<u>302,331</u>	<u>3,851,104</u>	<u>3,439,589</u>
Charitable activities				
In house	3,238,581	290,839	3,529,420	3,804,365
Willen At Home	1,291,898	77,536	1,369,434	1,274,084
Wellbeing & Therapeutic	636,019	34,805	670,824	547,188
Lymphoedema Service	291,350	24,096	315,446	204,326
The Hub	258,441	28,201	286,642	-
Governance	27,000	58,236	85,236	73,974
	<u>5,743,289</u>	<u>513,713</u>	<u>6,257,002</u>	<u>5,903,937</u>
Total expenditure	<u>9,292,062</u>	<u>816,044</u>	<u>10,108,106</u>	<u>9,343,526</u>

Notes to the financial statements (continued)

7 Analysis of expenditure (continued)

Note:

Activities associated with raising funds from corporate supporters have been separately identified and included within voluntary fundraising. Recharges for management and other central overheads have been included within voluntary fundraising £262,888 (2023 £243,879). Support costs totalling £816,004 (2023: £754,391) have been allocated across all activities. These include costs associated with payroll and other central services. Costs have been allocated on the basis of floor area, number of staff or time spent.

Total expenditure includes:

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Auditor remuneration				
Audit services	23,000	25,000	23,000	25,000
Non-audit services	5,750	5,100	5,750	5,100
Amortisation	9,664	10,378	9,664	10,378
Depreciation	227,919	212,615	227,919	212,615
Other operating lease rentals	339,360	362,538	339,360	362,538

8 Employees

Staff costs during the year were as follows:

	2024	2023
	£	£
Salaries and wages	5,952,271	5,300,350
Social security costs	518,863	483,836
Pension costs	437,854	417,538
	6,908,988	6,201,724
Contract staff	298,773	294,235
Health Examination fees	6,179	5,118
	7,213,940	6,501,077

The average number of employees during the year was 251 (2023: 225).

Notes to the financial statements (continued)

8 Employees (continued)

The number of employees receiving emoluments in the following bandings is:

	2024 No.	2023 No.
£60,001 - £70,000	2	1
£70,001 - £80,000	1	1
£100,001 - £110,000	-	1

No Trustee received any remuneration during the year and no expenses were reimbursed.

The Hospice paid £681 (2023: £657) for indemnity insurance on behalf of the Trustees.

Remuneration for key management personnel including employer's national insurance and employer's pension totalled £345,213 (2023: £359,612) for 6 (2023: 5) employees in the year.

9 Tax on surplus

No tax arises because the group's charitable activities are exempt from tax and the profits of the activities of the trading subsidiary undertaking are remitted under Gift Aid to the Hospice.

10 Hospice results

The Hospice has taken advantage of section 408 of the Companies Act 2006 and has not included its own income and expenditure account in these financial statements.

Notes to the financial statements (continued)

II Intangible fixed assets

The group and the Hospice

	IT software £	Total £
Cost		
At 1 April 2023	119,912	119,912
Additions	73,317	73,317
At 31 March 2024	<u>193,229</u>	<u>193,229</u>
Amortisation		
At 1 April 2023	103,442	103,442
Amortisation in the year	9,664	9,664
At 31 March 2024	<u>113,106</u>	<u>113,106</u>
Net book amount at 31 March 2024	<u>80,123</u>	<u>80,123</u>
Net book amount at 31 March 2023	<u>16,470</u>	<u>16,470</u>

Notes to the financial statements (continued)

12 Tangible fixed assets

The group and the Hospice

	Freehold property £	Asset under course of construction £	Equipment £	Fundraising assets £
Cost				
At 1 April 2023	6,709,274	71,093	884,231	383,011
Additions	7,653	123,663	51,575	-
Transfers	(3,650)	3,650	-	-
At 31 March 2024	6,713,277	198,406	935,806	383,011
Depreciation				
At 1 April 2023	1,361,134	-	605,354	334,624
Depreciation in the year	131,148	-	66,519	7,998
At 31 March 2024	1,492,282	-	671,873	342,622
Net book amount at 31 March 2024	5,220,995	198,406	263,933	40,389
Net book amount at 31 March 2023	5,348,140	71,093	278,877	48,387

Notes to the financial statements (continued)

12 Tangible fixed assets (continued)

The group and the Hospice

	IT Hardware £	Motor vehicles £	Leasehold improvements £	Total £
Cost				
At 1 April 2023	318,537	42,774	160,499	8,569,419
Additions	31,783	-	-	214,674
Transfers	-	-	-	-
At 31 March 2024	350,320	42,774	160,499	8,784,093
Depreciation				
At 1 April 2023	287,201	39,091	160,499	2,787,903
Depreciation in the year	20,955	1,300	-	227,919
At 31 March 2024	308,156	40,391	160,499	3,015,822
Net book amount at 31 March 2024	42,164	2,383	-	5,768,271
Net book amount at 31 March 2023	31,336	3,683	-	5,781,516

Notes to the financial statements (continued)

13 Fixed asset investments

The Hospice

The investment in subsidiary undertakings consists of the cost of 2 ordinary shares of £1 each, being 100% of the issued share capital of Willen Hospice Ventures Limited, a company incorporated in England and Wales, which is the trading subsidiary of the Hospice. Results and net assets are noted in note 5.

The group and the Hospice

	Historical cost £	Revaluation £	Market value £
Valuation			
At 1 April 2023	6,388,075	626,593	7,014,668
Purchases and additions from reinvestment	137,471	-	137,471
Disposals	(4,529)	(1,023)	(5,552)
Unrealised (loss) on revaluation		454,539	454,539
At 31 March 2024	<u>6,521,017</u>	<u>1,080,109</u>	<u>7,601,126</u>

Listed investments, all of which are UK listed investments, are stated at their mid-market value as at 31 March 2024.

There were no individual investments comprising over 5% of the value of the portfolio at the 31 March 2024.

14 Stocks

The group

	2024 £	2023 £
Goods for resale	<u>29,269</u>	<u>46,954</u>

Stock recognised in cost of sales during the year as an expense was £128,953 (2023: £94,352).

Notes to the financial statements (continued)

15 Debtors

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Trade debtors	26,372	1,568,467	15,522	1,561,974
Other debtors	81,665	74,142	81,427	73,663
Prepayments and accrued income	726,314	722,727	678,315	691,408
Amounts owed by subsidiary undertaking	-	-	52,352	210,518
	<u>834,351</u>	<u>2,365,336</u>	<u>827,616</u>	<u>2,537,563</u>

16 Cash and cash equivalents

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Cash at bank and in hand	2,574,688	2,601,649	2,379,514	2,170,458
Cash held by investment manager	526	14	526	14
	<u>2,575,214</u>	<u>2,601,663</u>	<u>2,380,040</u>	<u>2,170,472</u>

17 Creditors: amounts falling due within one year

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Amounts owed to subsidiary undertaking	-	-	-	-
Trade creditors	324,235	161,435	305,372	153,164
Social security and other taxes	130,975	118,164	130,975	118,163
Pension contributions	53,723	59,693	53,723	59,693
Other creditors	2,082	3,590	2,082	3,590
Accruals and deferred income	304,177	504,128	201,120	389,666
	<u>815,192</u>	<u>847,010</u>	<u>693,272</u>	<u>724,276</u>

Notes to the financial statements (continued)

18 Provisions for liabilities

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Dilapidation provisions	117,000	107,000	117,000	107,000
	<u>117,000</u>	<u>107,000</u>	<u>117,000</u>	<u>107,000</u>

19 Financial instruments

	The group		The Hospice	
	2024	2023	2024	2023
	£	£	£	£
Financial assets:				
Financial assets measured at fair value through profit and loss	2,575,214	2,601,663	2,380,040	2,170,472
Financial assets measured at amortised cost	537,767	2,172,351	565,581	2,380,804
	<u>3,112,981</u>	<u>4,774,014</u>	<u>2,945,621</u>	<u>4,551,276</u>
Financial liabilities:				
Financial liabilities measured at amortised cost	700,408	725,715	679,130	712,944

Financial assets measured at fair value through profit and loss comprise of cash and cash equivalents.

Financial assets measured at amortised cost comprise of trade debtors, other debtors and accrued income.

Financial liabilities measured at amortised cost comprise of trade creditors, accruals, amounts owed by group undertakings as applicable, and other creditors.

Notes to the financial statements (continued)

20 Analysis of net assets between funds

Group – current year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	80,123	-	80,123
Tangible fixed assets	5,768,271	-	5,768,271
Investments	7,601,128	-	7,601,128
Current assets	2,372,265	1,066,569	3,438,834
Current liabilities	(815,192)	-	(815,192)
Provisions	(117,000)	-	(117,000)
	<u>14,889,595</u>	<u>1,066,569</u>	<u>15,956,164</u>

Group – comparative year

	Unrestricted funds £	Restricted funds £	Total funds £
Intangible fixed assets	16,470	-	16,470
Tangible fixed assets	5,781,516	-	5,781,516
Investments	7,014,668	-	7,014,668
Current assets	3,715,439	1,298,514	5,013,953
Current liabilities	(847,010)	-	(847,010)
Provisions	(107,000)	-	(107,000)
	<u>15,574,083</u>	<u>1,298,514</u>	<u>16,872,597</u>

Notes to the financial statements (continued)

21 Restricted funds

The group and the Hospice – current year

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Education	64,492	-	(7,303)	(10,501)	46,688
Clinical equipment	9,042	73,988	(56,493)	(3,781)	22,756
Willen at Home	563,774	5,150	(210,544)	(257)	358,123
Capital Appeal	625,583	-	(48,457)	24,920	602,046
Wellbeing and Therapeutic	13,838	37,886	(16,239)	(936)	34,549
Miscellaneous	10,043	4,426	(3,335)	(9,013)	2,121
CCG COVID-19 Funding	11,743	-	(11,457)	-	286
	<u>1,298,515</u>	<u>121,450</u>	<u>(353,828)</u>	<u>432</u>	<u>1,066,569</u>

The **Education fund** is to be used for clinical training

The **Clinical equipment fund** is to be used to replace items of clinical equipment.

The **Willen at Home fund** is monies given to provide IT equipment and training for the Willen at Home team and for the costs of setting up Palliative Care Hub.

The **Capital Appeal fund** is made up of specific donations given to support the Hospice building project, which is being amortised over the life of the donated assets.

The **Wellbeing and Therapeutic fund** is made up of funds given to fund specific costs in the Wellbeing and Therapeutic team, such as staff costs for specific posts, travel costs and for maintenance of the Wellbeing Centre bus.

The **Miscellaneous fund** is made up of specific donations given to departments for use by those departments only.

CCG COVID-19 Funding covers the cost of clinical posts, education and PPE.

Notes to the financial statements (continued)

2I Restricted funds (continued)

The group and the Hospice – comparative year

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Education	68,282	30,000	(33,790)	-	64,492
Clinical equipment	5,708	26,074	(22,453)	(287)	9,042
Willen at Home	257	584,517	(21,000)	-	563,774
Capital Appeal	686,705	27,547	(88,669)	-	625,583
Wellbeing and Therapeutic	37,528	18,476	(42,399)	233	13,838
Miscellaneous	29,728	355	(20,040)	-	10,043
CCG COVID-19 Funding	30,821	-	(19,078)	-	11,743
Cancer Care in the Community	50,000	5,231	(55,231)	-	-
Total	909,029	692,200	(302,660)	(54)	1,298,515

Notes to the financial statements (continued)

22 Designated funds

The group and the Hospice – current year

	At 1 April 2023 £	Expenditure £	Transfers (see below) £	At 31 March 2024 £
Hospice development	1,000,000	-	-	1,000,000
IT replacement	25,000	-	-	25,000
Planned preventative maintenance	25,000	-	-	25,000
Total	1,050,000	-	-	1,050,000

The **Hospice development fund** represents funds to allow the Hospice to invest in long-awaited improvements.

The **IT replacement fund** represents the funds required to set up a framework for utilising technology and data to improve outcomes for our patients, increase the flexibility and immediacy of service provision, grow our income, and increase efficiency in our infrastructure and processing.

The **Planned Preventative Maintenance fund** represents funds held back to maintain the facilities and repair work.

Notes to the financial statements (continued)

22 Designated funds (continued)

Group and the Hospice – comparative year

	At 1 April 2022 £	Expenditure £	Transfers (see below) £	At 31 March 2023 £
Property	1,803,403	(59,378)	(1,744,025)	-
Hospice development	1,289,768	(1,182,538)	892,770	1,000,000
Other fixed assets	337,821	(93,605)	(244,216)	-
Retail outlet refurbishment	5,000	-	(5,000)	-
IT replacement	25,000	-	-	25,000
Clinical equipment	529	-	(529)	-
Planned preventative maintenance	33,000	-	(8,000)	25,000
Total	3,494,521	(1,335,521)	(1,109,000)	1,050,000

Transfers were made to and from unrestricted funds as required (Note 23).

23 Unrestricted funds

Group – current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2023	1,050,000	13,897,489	626,593	15,574,082
Income	-	8,616,707	-	8,616,707
Expenditure	-	(9,754,278)	-	(9,754,278)
(Loss)/gain on revaluation	-	-	454,539	454,539
Disposals	-	-	(1,023)	(1,023)
Transfers (see note 21)	-	(432)	-	(432)
At 31 March 2024	1,050,000	12,759,486	1,080,109	14,889,595

Note 5 provides detailed analysis of the income and expenditure of the subsidiary, Willen Hospice Ventures Limited.

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Group – comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,991,470	1,381,186	15,867,177
Income	-	9,502,310	-	9,502,310
Expenditure	(1,335,521)	(7,705,345)	-	(9,040,866)
(Loss) / gain on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 13 & 21)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,897,489	626,593	15,574,082

Hospice - current year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2023	1,050,000	13,714,308	626,593	15,390,901
Income	-	8,170,154	-	8,170,154
Expenditure	-	(9,233,800)	-	(9,233,800)
(Loss) / gain on revaluation	-	-	454,539	454,539
Transfers (See note 21)	-	(432)	-	(432)
Disposals	-	-	(1,023)	(1,023)
At 31 March 2024	1,050,000	12,650,230	1,080,109	14,780,339

Notes to the financial statements (continued)

23 Unrestricted funds (continued)

Hospice - comparative year

	Designated funds (see note 22) £	Other charitable funds £	Revaluation reserve £	Total £
At 1 April 2022	3,494,521	10,949,135	1,381,186	15,824,842
Income	-	8,909,869	-	8,909,869
Expenditure	(1,335,521)	(7,253,750)	-	(8,589,271)
(Loss) / gain on revaluation	-	-	(625,867)	(625,867)
Disposals	-	-	(128,726)	(128,726)
Transfers (see note 22)	(1,109,000)	1,109,054	-	54
At 31 March 2023	1,050,000	13,714,308	626,593	15,390,901

24 NHS Pension Scheme

Past and present employees are covered by the provisions of the NHS Pension Schemes. Details of the benefits payable and rules of the schemes can be found on the NHS Pensions website at www.nhsbsa.nhs.uk/pensions. Both the 1995/2008 and 2015 schemes are accounted for, and the scheme liability valued, as a single combined scheme. Both are unfunded defined benefit schemes that cover NHS employers, GP practices and other bodies, allowed under the direction of the Secretary of State for Health and Social Care in England and Wales. They are not designed to be run in a way that would enable NHS bodies to identify their share of the underlying scheme assets and liabilities. Therefore, each scheme is accounted for as if it were a defined contribution scheme: the cost to the NHS body of participating in each scheme is taken as equal to the contributions payable to that scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years". An outline of these follows:

a) Accounting valuation

A valuation of scheme liability is carried out annually by the scheme actuary (currently the Government Actuary's Department) as at the end of the reporting period. This utilises an actuarial assessment for the previous accounting period in conjunction with updated membership and financial data for the current reporting period, and is accepted as providing suitably robust figures for financial reporting purposes. The valuation of the scheme liability as at 31 March 2024, is based on valuation data as 31 March 2023, updated to 31 March 2024 with summary global member and accounting data. In undertaking this actuarial assessment, the methodology prescribed in IAS 19, relevant FReM interpretations, and the discount rate prescribed by HM Treasury have also been used.

The latest assessment of the liabilities of the scheme is contained in the report of the scheme actuary, which forms part of the annual NHS Pension Scheme Accounts. These accounts can be viewed on the NHS Pensions website and are published annually. Copies can also be obtained from The Stationery Office.

Notes to the financial statements (continued)

b) Full actuarial (funding) valuation

The purpose of this valuation is to assess the level of liability in respect of the benefits due under the schemes (taking into account recent demographic experience), and to recommend contribution rates payable by employees and employers.

The latest actuarial valuation undertaken for the NHS Pension Scheme was completed as at 31 March 2020. The results of this valuation set the employer contribution rate payable from April 2024. The Department of Health and Social Care has recently laid Scheme Regulations confirming the employer contribution rate will increase to 23.7% of pensionable pay from 1 April 2024 (previously 20.6%). The core cost cap cost of the scheme was calculated to be outside of the 3% cost cap corridor as at 31 March 2020. However, when the wider economic situation was taken into account through the economic cost cap cost of the scheme, the cost cap corridor was not similarly breached. As a result, there was no impact on the member benefit structure or contribution rates.

The People's Pension

Appointed to act as pension's providers for Auto Enrolment requirements. The Hospice and Willen Hospice Ventures staging date for auto enrolment deductions was April 2015.

The People's Pension is a multi-employer workplace pension scheme (also known as a master trust) founded and administered by B&CE. It was launched in 2011 as a product specifically tailored to deal with pension's auto-enrolment. The Scheme is run by an independent trustee, which has a legal duty to act in the best interest of the members.

The Scheme is a defined benefit Scheme. The scheme is not designed to be run in a way that would enable individual organisations to identify their share of the underlying scheme assets and liabilities. Therefore, the scheme is accounted for as if it were a defined contribution scheme: the cost to the individual organisations of participating in the scheme is taken as equal to the contributions payable to the scheme for the accounting period.

In order that the defined benefit obligations recognised in the financial statements do not differ materially from those that would be determined at the reporting date by a formal actuarial valuation, the FReM (HM Treasury Financial Reporting Manual) requires that "the period between formal valuations shall be four years, with approximate assessments in intervening years"

Notes to the financial statements (continued)

25 Financial commitments

The group and Hospice

The following operating lease commitments are due within one year. The contracts to which these amounts relate expire as follows:

	2024 Land and buildings £	2023 Land and buildings £	2024 Other £	2023 Other £
In one year or less	1,228,971	279,601	190,096	118,746
Between two and five years	977,698	502,304	1,073	-
Over five years	328,371	250,110	3,220	-
	<u>2,535,040</u>	<u>1,032,015</u>	<u>194,390</u>	<u>118,746</u>

26 Related party transactions

Willen Hospice Ventures Limited is a wholly owned subsidiary of the Hospice and as such has taken advantage of the exemption conferred by Section 33 Related Party Disclosures not to disclose transactions with other members of the group headed by Willen Hospice. There were no other related party transactions other than those disclosed in note 8.

27 Company limited by guarantee

The members' liability is limited to £1 per member/trustee in the event that the company is wound up whilst that person is a member or within 12 months of them resigning as a member if the liabilities exceed the assets.

28 Controlling party

The controlling party is deemed to be the Board of Trustees.

29 Subsequent events

After the year end the Hospice committed to a programme of repairing and refurbishing the original Hospice building which is expected to be completed over the next financial year. The costs of this programme are anticipated to be in the region of £1 million.